

**WEEKLY INFORMATION PACKET  
MEMORANDUM**

To: Mayor Osborne and City Council

From: Blue Ribbon Commission – Phase II  
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Tom Hagerty  
Suzanne Jones  
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Michelle Krezek  
Beth Pommer  
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Kathy McGuire, Budget Officer  
Jim Reasor, Budget Analysis Manager  
Scott Collins, Assistant to the City Manager

Date: September 1, 2010

**Subject: Information Item: Appendix to Blue Ribbon Commission Phase II March 2010 Report**

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During the March 31, 2010 Study Session, the Blue Ribbon Commission Phase II (BRCII) submitted and reviewed its final report with the City Council (council). As a part of that review, council requested additional information regarding items considered by BRCII. In response, an Appendix to the March 2010 Final Report (the Appendix) has been compiled and is provided as Attachment A.

The BRCII, established in September 2008, conducted its work over a period of 18 months. Between the period of January 2009 and July 2009, the BRCII interviewed the following city departments:

City Attorney's Office  
City Manager's Office  
Community Planning and Sustainability

Downtown and University Hill Management  
Division/ Parking Services  
Finance Department  
Fire Department

Housing and Human Services	Parks and Recreation
Human Resources	Police Department
Information Technology	Public Works Department
Library/ Arts	○ Transportation
Municipal Court	○ Development and Support Services
Open Space – Mountain Parks	○ Utilities

BRCA II outlined key questions requesting that each department identify the following:

- Atypical services,
- Other regional service providers,
- Currently outsourced/contracted services, and
- Future opportunities to outsource services and partner with other service providers.

The Appendix summarizes department responses to these questions and areas of study highlighted by individual BRCAII members. It is important to note that the Appendix is a compilation of ideas raised by individual BRCAII members and is not intended to represent the consensus of the BRCAII. The recommendations of the BRCAII are contained in the March 2010 Final Report.

As previously indicated, the BRCAII Final Report will be reviewed by staff on an on-going basis to determine how best to implement the recommendations contained therein. With the development of this appendix, staff intends to utilize the information as it continues to define, refine and maximize the efficiency and effectiveness in providing services to the community.

**ATTACHMENTS:**

- A. Appendix to March 2010 Final Report

**Blue Ribbon Commission Phase II – Review of city expenditures to enhance efficiency**  
**Citywide Listing of Areas Highlighted by Commission by type**  
**Appendix to March 2010 Final Report – July 27, 2010**

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*Introduction*

During the March 31, 2010 Study Session, the Blue Ribbon Commission II (BRCII) submitted and reviewed its final report with the City Council (council). As a part of that review, council requested additional information regarding items reviewed by BRCII. In response, this Appendix to the March 2010 Final Report (the Appendix) has been compiled.

The BRCII, established in September 2008, conducted its work over a period of 18 months. Between the period of January 2009 and July 2009, the BRCII interviewed 16 city departments. BRC II outlined key questions requesting that each department identify the following:

- Atypical services,
- Other service providers in the region,
- Outsourcing/ Partnership opportunities, and
- Future opportunities to outsource services and partner with other service providers.

The Appendix summarizes department responses to these questions and areas of study highlighted by individual BRCII members. It is important to note that the Appendix is a compilation of ideas raised by individual BRCII members and is not intended to represent the consensus of the BRCII. The recommendations of the BRCII are contained in the March 2010 Final Report.

*Citywide Listing (by type) of Areas Highlighted by Commission*

*General*

- What is the city's return on investment for visitor bureau?
- Tap into more Federal stimulus money
- Increase automation of processes and utilization of technological solutions to create more efficiencies (e.g., consider moving entirely to paperless systems)
- Continue effort to centralize administrative services (i.e. communications, IT, finance, etc.)
- Trade-offs (i.e. cuts elsewhere and/or new revenue offsets) must be identified before any new proposed program is added
- Consider selling city owned property (non-open space/mountain parks)

- Conduct sensitivity analysis on key policy changes at local/county/state/federal level that would make the biggest difference to Boulder's financial future (e.g., tax-sharing district, taxing internet sales and/or more services, etc.) and invest in lobbying for changes with partner cities; continue to explore Revenue Stabilization ideas and concepts with neighboring cities (e.g., creating a library district)
- Postpone non-priority projects/programs in lean years without abandoning overall project/program goal

#### *Human Resource/ Employee Benefits*

- Consider early retirement options
- Consider eliminating cost of living adjustments (COLA) or general salary increase (GSI) for city employees
- Transition towards an employee pay for performance system
- Transition away from pay raises towards non-monetary or more cost effective performance incentives (recognition, employee gain sharing, training, travel, career development programs, etc.)
- Consider moving towards a Paid Time Off system (PTO)
- Consider eliminating longevity pay and/or rewards for years of service
- Move away from paying employees a percentile of market rate (i.e. 75%), or at least have target range that is related to performance
- Consider moving to self-funded health insurance plan
- Consider instituting a central oversight of pay raises and reclassifications of positions
- Benchmark total compensation as well as benefits to good comparables

#### *Financial/ General*

- Budget cuts should not be made "across the board"
- Consider reducing/eliminating transfers from General Fund to other city funds
- Delay CIP work

#### *Financial/ Fees*

- Consider using Planning and Development Service's methodology for fee setting in other departments
- Consider updating 1994 fee study to ensure program fees reflect true/updated program costs
- Is the city charging the proper fee rates for programs? Are there programs currently not serviced for a fee that should move towards fee based?

**Blue Ribbon Commission Phase II – Review of city expenditures to enhance efficiency**  
**Summary of Areas Highlighted by Departments and Commission – Listing by department**  
**Appendix to March 2010 Final Report – July 27, 2010**

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<b><i>Office of the City Attorney</i></b>	
<i>Areas of Study Highlighted by Committee Members</i>	<ul style="list-style-type: none"> <li>○ Expenditures for outside legal support           <ul style="list-style-type: none"> <li>○ Does City Attorney charge funds properly for legal services</li> </ul> </li> </ul>
<i>Atypical Services</i>	<ul style="list-style-type: none"> <li>○ Risk management           <ul style="list-style-type: none"> <li>○ Support atypical city services (open space, large human service element)</li> <li>○ More time spent in council meetings compared to other communities</li> </ul> </li> </ul>
<i>Outsourcing/ Partnership Opportunities</i>	<ul style="list-style-type: none"> <li>None identified</li> </ul>
<i>Budget/ Service Reduction Opportunities</i>	<ul style="list-style-type: none"> <li>○ Calculate in-house legal costs in order to compare to costs of hiring outside counsel</li> <li>○ Review whether city departments are using legal services efficiently</li> <li>○ Make Council aware of high legal costs of preparing for numerous council meetings</li> </ul>
<b><i>Office of the City Manager</i></b>	
<i>Areas of Study Highlighted by Committee Members</i>	<ul style="list-style-type: none"> <li>None identified</li> </ul>
<i>Atypical Services</i>	<ul style="list-style-type: none"> <li>○ Liaison work with CU Boulder</li> <li>○ Internal Audit</li> <li>○ Mosquito mitigation</li> </ul>
<i>Outsourcing/ Partnership Opportunities</i>	<ul style="list-style-type: none"> <li>○ Constantly seeking these opportunities (through work with University, County, Consortium of Cities, Neighboring Municipalities, private/public partnerships, outsourcing)</li> </ul>
<i>Budget/ Service Reduction Opportunities</i>	<ul style="list-style-type: none"> <li>○ Combining policy advisor with lobbying duties in one position,</li> <li>○ Reducing redundancies with landlines and mobile phone lines (city employees)</li> <li>○ Benchmark administrative costs and best practices</li> </ul>

<i><b>Community Planning and Sustainability and Public Works/Development</b></i>	<i><b>Areas of Study Highlighted by Committee Members</b></i>
	<ul style="list-style-type: none"> <li>○ Further exploration of combining code enforcement from across the entire City</li> <li>○ Determine proper number of advisory boards (typical peer cities have 3 or 4 boards, where Boulder has 5).</li> <li>○ Prairie dog permitting and control</li> <li>○ How big is the noxious weed program?</li> <li>○ Descriptions of Office of Environmental Affairs (OEA) jobs and programs, with comparison to Ft. Collins and other appropriate peer cities</li> <li>○ Administrative/ overhead head count is very high compared to peer cities</li> </ul>
<i><b>Atypical Services</b></i>	<p>Environmental/Zoning Enforcement; Rental Housing Inspection and Licensing; Concept Plan Review; Historic Demo review for non-designated building over 50 years old; Weekly landmarks design review; Downtown Design Advisory Board; Number of council-initiated work items; Public process – community involvement; Climate Change mitigation programs; Climate Action Plan Tax administration; Waste Reduction and Zero Waste initiatives; Mosquito and West Nile Virus Control; Integrated Pest Management coordination; Urban Wildlife Manager; Prairie dog control permitting</p>
<i><b>Outsourcing/ Partnership Opportunities</b></i>	<ul style="list-style-type: none"> <li>○ Partner with BVSD for building plan review and inspection</li> <li>○ Building plan review and inspection</li> <li>○ Consolidate code enforcement activities citywide</li> <li>○ Prairie Dog permitting</li> <li>○ Noxious weed education and control</li> <li>○ Waste reduction monitoring</li> </ul>
<i><b>Budget/ Service Reduction Opportunities</b></i>	<ul style="list-style-type: none"> <li>○ Eliminate temporary positions when not needed; utilize temporary/fixed-term employees for activities/programs that fluctuate with economy</li> <li>○ Non-personnel reductions in travel/training and system replacement</li> <li>○ Elimination of fixed-term positions in code enforcement, engineering</li> </ul>

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<sup>1</sup> The “Development” portion of the Development & Support Services division of the Public Works (PW) department shares a common fund (the PD & S fund) with the Community Planning & Sustainability Department. As such, a joint presentation was made to the BRC II. “Support Services” includes FAM and Fleet. Information related to those areas is provided under the PW section below.

	<ul style="list-style-type: none"> <li>review, land use review and building permit review</li> <li>o Opportunity for efficiencies related to internal support</li> <li>o Eliminate/ reduce Partners for a Clean Environment (PACE); Green Building education and outreach</li> </ul>
<b>Downtown and University Hill Management Division and Parking Services</b>	<p><i>Areas of Study Highlighted by Committee Members</i></p> <ul style="list-style-type: none"> <li>o Consider combining City parking enforcement with CU parking enforcement</li> <li>o Consider using fund balance in lieu of General Fund transfer for annual operating costs</li> <li>o Any need to set aside funds for future CIP projects? Need to determine how future Pearl Street Mall improvements will be funded</li> <li>o Magnitude of headcount growth – scope growth as well?</li> </ul> <p><i>Atypical Services</i></p> <ul style="list-style-type: none"> <li>o Unique bundling of municipal services <ul style="list-style-type: none"> <li>■ Access = parking and Transportation Demand Management (TDM's)</li> <li>■ Public Space Management</li> <li>■ Economic Vitality</li> </ul> </li> </ul> <p><i>Outsourcing/ Partnership Opportunities</i></p> <ul style="list-style-type: none"> <li>o Internal <ul style="list-style-type: none"> <li>■ Special event permitting</li> <li>■ Maintenance</li> <li>■ EcoPass administration</li> </ul> </li> <li>o External <ul style="list-style-type: none"> <li>■ Business Improvement District</li> </ul> </li> </ul> <p><i>Budget/ Service Reduction Opportunities</i></p> <ul style="list-style-type: none"> <li>o Areas to consider cutting <ul style="list-style-type: none"> <li>■ Travel and training</li> <li>■ Capital repairs and replacement deferrals</li> <li>■ Hiring freeze</li> <li>■ Neighborhood Parking Program (NPP) Expansion</li> </ul> </li> <li>o Revisit city's subsidization of employee parking for workers at downtown businesses</li> <li>o Pursue more cost-sharing with CU</li> </ul>

<b>Finance</b>	
<i>Areas of Study Highlighted by Committee Members</i>	<ul style="list-style-type: none"> <li>○ Look at purchase card policies; which employees should have them, limits, etc.</li> <li>○ Study methods of payment from residents, perhaps need to migrate more towards internet payments</li> <li>○ Study need for additional sales tax auditors</li> <li>○ Consider centralized budget analysts</li> </ul>
<i>Atypical Services</i>	<ul style="list-style-type: none"> <li>○ None identified</li> </ul>
<i>Outsourcing/ Partnership Opportunities</i>	<ul style="list-style-type: none"> <li>○ None identified</li> </ul>
<i>Budget/ Service Reduction Opportunities</i>	<ul style="list-style-type: none"> <li>○ Move towards paperless services</li> </ul>
<b>Fire</b>	
<i>Areas of Study Highlighted by Committee Members</i>	<ul style="list-style-type: none"> <li>○ Why are fire trucks first responders?</li> <li>○ Consider consolidating fire stations into one or two super stations</li> <li>○ Consider Funding from County, CU, government labs for fire/emergency response</li> <li>○ Consider bill back for Emergency Medical Services</li> <li>○ Consider fire district</li> <li>○ Consider charging OSMP for wild land fire prevention/mitigation costs, fire response</li> <li>○ Wild land fire service</li> </ul>
<i>Atypical Services</i>	<ul style="list-style-type: none"> <li>○ Charge OSMP for Wild land Fire service</li> <li>○ Study option of outsourcing first responder duties (EMS)</li> </ul>
<i>Outsourcing/ Partnership Opportunities</i>	<ul style="list-style-type: none"> <li>○ Use smaller vehicles to respond to medical emergencies; reduce redundancy with ambulance service</li> <li>○ Explore longer-term improvements/efficiencies to providing basic services (e.g., location/size of fire houses; smaller vehicles)</li> </ul>
<b>Housing and Human Services (HHS)</b>	
<i>Areas of Study Highlighted by Committee Members</i>	<ul style="list-style-type: none"> <li>○ Agency should make better use of federal lobbyist for grant opportunities</li> </ul>
<i>Atypical Services</i>	<ul style="list-style-type: none"> <li>○ None of HHS services are mandated to be provided under city charter or state or federal law</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Community services           <ul style="list-style-type: none"> <li>▪ Youth services</li> <li>▪ Senior services</li> </ul> </li> <li>○ School Based Services Partnerships with non-profits, other governments and BVSD</li> <li>○ Family Resource Schools</li> </ul>
<i>Outsourcing/ Partnership Opportunities</i>	<ul style="list-style-type: none"> <li>○ Prevention and Intervention Program administration</li> <li>○ Senior recreation programs, explore reorganizing as clubs or raising fees</li> </ul>
<i>Budget/ Service Reduction Opportunities</i>	<ul style="list-style-type: none"> <li>○ Youth Opportunities Program – examine overlap/potential redundancy between youth/senior programs in other departments</li> <li>○ Senior Services programs</li> <li>○ Child Care certificate Program</li> <li>○ Mediation Program</li> </ul>
<b><i>Human Resources</i></b>	
<i>Areas of Study Highlighted by Committee Members</i>	<ul style="list-style-type: none"> <li>○ Revisit 75% percentile of market as salary target</li> <li>○ Payroll (some cities house this in finance)</li> <li>○ Labor union services</li> </ul>
<i>Outsourcing/ Partnership Opportunities</i>	<p>Partnerships</p> <ul style="list-style-type: none"> <li>▪ Training partnership and consortium with Front Range local governments</li> <li>▪ Succession planning</li> <li>▪ Partner with city IT to host process improvement training to focus on eliminating redundancies and to help streamline processes</li> </ul> <p>Outsource/Automate</p> <ul style="list-style-type: none"> <li>▪ Review feasibility of combining HR/Payroll and Finance systems</li> <li>▪ Family Medical Leave Act (FMLA) administration</li> <li>▪ Move to automated payroll processing, from paper timesheets, for groups not currently automated</li> </ul>
<i>Budget/ Service Reduction Opportunities</i>	<ul style="list-style-type: none"> <li>○ Move towards a self-service model</li> <li>○ Restructure internal workflow</li> <li>○ Review and revise job descriptions to align with new needs</li> <li>○ Citywide changes to benefits including moving to one carrier and change benefit consultants for more reliable and expert support</li> </ul>

	<ul style="list-style-type: none"> <li>○ City-wide changes to compensation to eliminate entitlement/seniority based remuneration (longevity pay, appreciation pay and GSI)</li> <li>○ Eliminate city reference to a market target for compensation</li> </ul>
<b><i>Information Technology (IT)</i></b>	
<i>Areas of Study Highlighted by Committee Members</i>	<ul style="list-style-type: none"> <li>○ Centralize IT</li> <li>○ Consider creating a replacement fund</li> </ul>
<i>Atypical Services</i>	<ul style="list-style-type: none"> <li>○ Emphasis on custom application development given unique, specialized city business process</li> <li>○ Customization of commercial off-the-shelf software</li> <li>○ Support for a full-service city with unique functions (Open Space, HHS)</li> <li>○ Support for third-party agencies (e.g. Boulder Housing Partners)</li> <li>○ Lead agency for inter-governmental Boulder Research and Administration Network (BRAN)</li> </ul>
<i>Outsourcing/ Partnership Opportunities</i>	<ul style="list-style-type: none"> <li>○ Regionalization of select systems and services (e.g. GIS, telephony)</li> <li>○ System administration</li> <li>○ Project management</li> <li>○ Application development</li> <li>○ Help desk</li> <li>○ Disaster recovery</li> <li>○ New PC installation and retirement</li> </ul>
<i>Budget/ Service Reduction Opportunities</i>	<ul style="list-style-type: none"> <li>○ Continue centralization of IT (generally only retain decentralized services where have customized department needs)</li> <li>○ Reorganization efforts</li> </ul>
<b><i>Library and Arts</i></b>	
<i>Areas of Study Highlighted by Committee Members</i>	<ul style="list-style-type: none"> <li>○ Centralize Library IT with central IT office</li> <li>○ Incorporate Library building maintenance with FAM</li> <li>○ Charge non-Boulder residents for library card privileges</li> <li>○ Use and destination of funding from book sales</li> <li>○ Explore moving more towards virtual services</li> <li>○ Do not build a new library, other ways to serve public through existing library buildings and library programs</li> </ul>

<i>Atypical Services</i>	<ul style="list-style-type: none"> <li>○ Specialized Arts &amp; Cultural Programs           <ul style="list-style-type: none"> <li>■ Largely subsidized by the Library Foundation</li> </ul> </li> <li>○ Adult literacy program (Boulder Reads!)</li> </ul>
<i>Outsourcing/ Partnership Opportunities</i>	<ul style="list-style-type: none"> <li>○ Explore formation of a Library District or Regional Library Authority</li> <li>○ Expand on current intergovernmental agreements with Louisville and Broomfield</li> </ul>
<i>Budget/ Service Reduction Opportunities</i>	<ul style="list-style-type: none"> <li>○ Volunteer support</li> <li>○ Outsource opportunity – literacy program to Rotary or non-profit</li> <li>○ Reduce acquisition budget</li> <li>○ Reduce funding for Arts mini-grants</li> <li>○ Freeze positions</li> <li>○ Reduce staff support for arts and cultural programs</li> <li>○ Reduce funding for Arts-in-Education grants</li> <li>○ Reduce staff support for Integrated Library System</li> <li>○ Reduce staff support for Children's services</li> <li>○ Reduce Library hours and/or days of operation or closure</li> </ul>
<i>Municipal Court</i>	
<i>Areas of Study Highlighted by Committee Members</i>	<ul style="list-style-type: none"> <li>○ None identified</li> </ul>
<i>Atypical Services</i>	<ul style="list-style-type: none"> <li>○ Restorative justice with CU</li> <li>○ Probation services</li> <li>○ Fastrack court calendar</li> <li>○ Spanish interpreters on demand</li> <li>○ On-site alcohol screens</li> <li>○ Robust parking appeals process</li> <li>○ Live in-custody advertisements</li> <li>○ Case outcomes entered in state database</li> <li>○ Shared oversight of photo enforcement</li> </ul>
<i>Outsourcing/ Partnership Opportunities</i>	<ul style="list-style-type: none"> <li>○ Currently participate in several partnerships, no new opportunities discussed</li> </ul>
<i>Budget/ Service Reduction Opportunities</i>	<ul style="list-style-type: none"> <li>○ Reduce or eliminate a deputy court clerk position</li> <li>○ Partner with CU to provide legal representation for indigent population</li> </ul>
<i>Open Space/Mountain Parks (OSMP)</i>	

<i>Areas of Study Highlighted by Committee Members</i>	None identified
<i>Atypical Services</i>	<ul style="list-style-type: none"> <li>○ Scope/size of Open Space and Mountain parks</li> <li>○ Central services</li> <li>○ Real Estate division</li> </ul>
<i>Outsourcing/ Partnership Opportunities</i>	<ul style="list-style-type: none"> <li>○ Collaborate with neighboring local governments, schools, etc. for fleet services</li> </ul>
<i>Budget/ Service Reduction Opportunities</i>	<ul style="list-style-type: none"> <li>○ Outreach programs</li> <li>○ Prairie dog management</li> <li>○ Visitor Master Plan dog tag program</li> <li>○ New acquisitions</li> <li>○ Consider eliminating Flagstaff parking fee enforcement</li> <li>○ Size of staff</li> </ul>
<i>Parks and Recreation</i>	
<i>Areas of Study Highlighted by Committee Members</i>	<ul style="list-style-type: none"> <li>○ Subsidize lower income residents at private health clubs vs. providing service low income subsidies for in-house programs</li> <li>○ Fully cost programs for better decision making and accurate subsidies. Full revenues should be accounted for less subsidies.</li> </ul>
<i>Atypical Services</i>	<ul style="list-style-type: none"> <li>○ Dedicated funding (Recreation Activity Fund for recreation operating expenses; dedicated ballot initiative for parks and recreation operations and maintenance; permanent property tax for capital infrastructure improvements)</li> <li>○ Youth Services Initiative (program for low-income youth provided at housing sites) <ul style="list-style-type: none"> <li>○ EXPAND (inclusion is required by law; additional programming for people with disabilities is offered and provides variety)</li> <li>○ Pottery Lab (facility specific for pottery program)</li> <li>○ Pearl Street Mall (maintenance of economically vital community gathering district)</li> </ul> </li> <li>○ Special Interest Programming (cooking, photography, drama, etc.)</li> </ul>
<i>Outsourcing/ Partnership Opportunities</i>	<p>Department is pursuing program and facility partnerships that achieve one or more of the following goals:</p> <ul style="list-style-type: none"> <li>○ Increase Department revenues,</li> </ul>

	<ul style="list-style-type: none"> <li>○ Decrease Department expenses; and/or</li> <li>○ Provide additional, desired programs and services to the public that support the Department's mission, vision and values at no cost to the city of Department</li> <li>○ Proactively look for programs that can/ are provided by the private sector and can be subsidized by the City to achieve community goals at a lower expense than being directly provided by the City.</li> </ul>								
<i>Budget/ Service Reduction Opportunities</i>	<ul style="list-style-type: none"> <li>○ Contracting services</li> <li>○ Programs/projects that are not mission-focused</li> <li>○ Eliminate city facilities that are leased to private and non-profit business partners (e.g. Harbeck House)</li> <li>○ Internal operational efficiencies</li> <li>○ Eliminate all non-need-based subsidies</li> <li>○ Create sponsorship/scholarship opportunities to help pay for subsidies</li> <li>○ Move fee-based programs towards being self-supporting</li> </ul>								
<b>Police</b>	<table border="1"> <tr> <td><i>Areas of Study Highlighted by Committee Members</i></td> <td>None identified</td> </tr> <tr> <td><i>Atypical Services</i></td> <td> <ul style="list-style-type: none"> <li>○ None identified</li> </ul> </td> </tr> <tr> <td><i>Outsourcing/ Partnership Opportunities</i></td> <td> <p>Outsourcing opportunities:</p> <ul style="list-style-type: none"> <li>■ Vehicle maintenance and repair</li> <li>■ Regional training centers and programs</li> <li>■ Clerical and record keeping</li> <li>■ Fingerprinting services</li> <li>■ Private security companies</li> </ul> <p>Partnering opportunities</p> <ul style="list-style-type: none"> <li>■ County (Sheriff),</li> <li>■ CU Boulder Police Dept.</li> <li>■ city departments like parking</li> </ul> </td> </tr> <tr> <td><i>Budget/ Service Reduction Opportunities</i></td> <td> <ul style="list-style-type: none"> <li>○ Community police efforts/units</li> <li>○ School Resource Officers</li> <li>○ Patrols of Hill and the Mall</li> </ul> </td> </tr> </table>	<i>Areas of Study Highlighted by Committee Members</i>	None identified	<i>Atypical Services</i>	<ul style="list-style-type: none"> <li>○ None identified</li> </ul>	<i>Outsourcing/ Partnership Opportunities</i>	<p>Outsourcing opportunities:</p> <ul style="list-style-type: none"> <li>■ Vehicle maintenance and repair</li> <li>■ Regional training centers and programs</li> <li>■ Clerical and record keeping</li> <li>■ Fingerprinting services</li> <li>■ Private security companies</li> </ul> <p>Partnering opportunities</p> <ul style="list-style-type: none"> <li>■ County (Sheriff),</li> <li>■ CU Boulder Police Dept.</li> <li>■ city departments like parking</li> </ul>	<i>Budget/ Service Reduction Opportunities</i>	<ul style="list-style-type: none"> <li>○ Community police efforts/units</li> <li>○ School Resource Officers</li> <li>○ Patrols of Hill and the Mall</li> </ul>
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	<ul style="list-style-type: none"> <li>○ Prioritize enforcement efforts on life/safety (e.g., over pumpkin nudity controversies)</li> </ul>
<b>Public Works – Transportation</b>	
<i>Areas of Study Highlighted by Committee Members</i>	<ul style="list-style-type: none"> <li>○ Max out federal stimulus money (across PW)</li> </ul>
<i>Atypical Services</i>	<ul style="list-style-type: none"> <li>○ Airport</li> </ul>
<i>Outsourcing/ Partnership Opportunities</i>	<ul style="list-style-type: none"> <li>○ Regional Transportation District (RTD )</li> <li>○ Colorado Department of Transportation (CDOT )</li> <li>○ Boulder County</li> <li>○ CU Boulder</li> <li>○ Sign Shop</li> </ul>
<i>Budget/ Service Reduction Opportunities</i>	<ul style="list-style-type: none"> <li>○ Reducing service in technical support categories where appropriate;</li> <li>○ Paring back maintenance efforts where appropriate;</li> <li>○ Slow system expansion</li> </ul>
<b>Public Works Utilities</b>	
<i>Areas of Study Highlighted by Committee Members</i>	<ul style="list-style-type: none"> <li>○ Max out federal stimulus money (across PW)</li> </ul>
<i>Atypical Services</i>	<ul style="list-style-type: none"> <li>○ Water budgets</li> <li>○ Hydroelectric power</li> <li>○ Instream flow program</li> <li>○ Emergency response flood warning system</li> <li>○ Marshal Landfill (Superfund site)</li> <li>○ Wastewater treatment – cogeneration/photovoltaic</li> <li>○ Public process</li> </ul>
<i>Outsourcing/ Partnership Opportunities</i>	<ul style="list-style-type: none"> <li>○ Utility billing</li> <li>○ Meter reading</li> <li>○ Maintenance</li> <li>○ Laboratory analysis</li> <li>○ Treatment</li> </ul>
<i>Budget/ Service Reduction Opportunities</i>	<ul style="list-style-type: none"> <li>○ Administrative service reduction</li> <li>○ Consulting and contractor services</li> </ul>

	<ul style="list-style-type: none"> <li>○ Planning and project management</li> <li>○ Water treatment</li> <li>○ Water conservation</li> </ul>
<b>Public Works – Facilities and Asset Management (FAM)</b>	<p><i>Areas of Study Highlighted by Committee Members</i></p> <ul style="list-style-type: none"> <li>○ Facility maintenance backlog projected to increase to \$6.7 million by 2014 (FAM)</li> <li>○ Asset management plan for land, vehicles, equipment (FAM)</li> <li>○ Max out federal stimulus money (across PW)</li> </ul>
<i>Atypical Services</i>	<ul style="list-style-type: none"> <li>○ Monitor Energy Use</li> <li>○ Liaison with Energy and Environmental Sustainability Programs</li> <li>○ LEED Silver for new construction</li> </ul>
<i>Outsourcing/ Partnership Opportunities</i>	<p>Partner with other departments</p> <ul style="list-style-type: none"> <li>■ Parking structures</li> <li>■ Police – building maintenance</li> </ul> <p>Governor’s Energy Office (GEO) for energy efficiency upgrades</p> <ul style="list-style-type: none"> <li>○ Fund only life, health and safety and code compliance projects</li> <li>○ Eliminate 5% funding for interior surface refurbishments</li> <li>○ Combine similar functions with other departments—e.g., share equipment and maintenance crew with Open Space</li> </ul>
<i>Budget/ Service Reduction Opportunities</i>	
<b>Public Works Fleet Services</b>	
<i>Areas of Study Highlighted by Committee Members</i>	<ul style="list-style-type: none"> <li>○ Funding gap identified for Fire apparatus replacement (Fleet Services)</li> <li>○ Max out federal stimulus money (across PW)</li> </ul>
<i>Atypical Services</i>	<ul style="list-style-type: none"> <li>○ Alternative fuel vehicles</li> <li>○ Vehicle emissions testing</li> <li>○ Fabricate and install equipment</li> </ul>
<i>Outsourcing/ Partnership Opportunities</i>	<ul style="list-style-type: none"> <li>○ Pursue partnerships with regional providers</li> <li>○ Collaborate with neighboring local governments, schools, etc. for fleet services</li> <li>○ Training opportunities</li> <li>○ Large vehicle wash</li> <li>○ SmartGrid PHEVs w/ Xcel, Boulder County and CU Boulder</li> </ul>

<i>Budget/ Service Reduction Opportunities</i>	<ul style="list-style-type: none"><li>○ Regional Air Quality Council</li><li>○ Study vehicle life cycles</li><li>○ Pilot carpool program currently under review</li><li>○ Pursue outsourcing of certain fleet maintenance operations</li></ul>
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